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MEMORANDUM FOR: Deputy Director (Administration)

*3 Dec 52*

THROUGH : Comptroller

SUBJECT : Graphics Services Throughout the Departmental Headquarters of the Agency

REFERENCE : Memo to DD/A from DD/I, dated 20 August 1952, and memo from DD/a, dated 23 August 1952, same subject

1. In accordance with your instructions a survey has been made of all graphic facilities and personnel throughout the headquarters of the Agency. The workload, T/O, and utilization of these personnel, together with an examination of the material each organization has been producing.

2. Certain selected groups, found to be performing duties which must remain attached to their respective parent organizations, have not been considered for consolidation or revision. These include such graphic personnel as those responsible to the Engineering Division, Office of Communications because their activity must be accomplished in conjunction with the designers of communications and electronics material. Also excluded are personnel performing graphics services of a research and development nature done in close cooperation with those persons developing logistical material for operational use. Additional personnel further deleted from this report are those individuals engaged in document reproduction of a highly specialized nature in the Office of Technical Services, and those responsible for National Intelligence Survey production. The remaining organizations within the Agency which lend themselves to coordinated effort and consolidation number ten organizational units comprising a T/O of

[redacted] on duty.

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**3. The Problem.**

a. Each of these ten organizations are staffed with similar talented personnel performing a function for the respective organization in which they are located. This arrangement precludes the possibility of any work being performed for other organizational components, other than their own, on a priority basis. In many cases graphic organizations are not known to one another and as a consequence those that are burdened with an excessive workload, do not have liaison contact with other similar organizations to provide needed help and assistance when required. The disadvantages of such an arrangement are numerous: the type of work received from an individual shop will only be to the extent of the capabilities of the personnel assigned; small disbursed units of one or two graphic people do not provide opportunity to acquire additional talents that would be provided under proper professional supervision.

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b. The lack of a central Agency facility for the preparation of graphics hampers the requestor in that he does not know to whom to direct his request. If by happenstance he should know of any of these graphic locations, they may not have sufficient talent at their disposal or they may be so understaffed as to make fulfillment of the request impossible. Further, the request itself may not be justified in light of the time and expenditure of materials necessary for completion. All of these factors lend themselves to a potential solution of consolidation in one central locale of persons capable of making determination of justification, order of priority, and assignment of graphic facilities.

4. Findings.

a. OCI--The Office of Current Intelligence maintains a situation room providing facilities for briefing of qualified individuals throughout the Agency and the United States Government. In addition to this responsibility the [redacted] assigned individuals are responsible for the graphics included in the daily and weekly publications of OCI, together with the preparation of certain types of presentations used by the Director of Central Intelligence on a continuing basis. The short-term deadlines imposed upon OCI for graphic materials make it almost impossible to prepare sufficient material for inclusion in their publications. The Deputy Director (Intelligence) has requested additional graphics within OCI publications that exceed the time-capabilities of the personnel assigned. No facility has been established whereby personnel having lesser workloads and doing comparable work throughout these various graphics components within the Agency can assist OCI. Much of the material currently being prepared by this office could be done in other locations but because of the short notice priority these conflict with their own priorities, therefore, little if any of OCI work is farmed out.

b. OO/FDD--The Composition and Lay-out Section has assigned one illustrator performing services on a continuing basis for the tracing or otherwise reproducing maps, charts, and graphs that have been submitted in foreign language materials and are to be included in reports prepared by the office. This type of material, while a definite requirement, is a typical example of graphics which because of its continuous technique does not give opportunity to the individual assigned for the further display of talent. This project requires the physical presence of one individual and at times could be augmented by additional personnel available to perform special workloads. The rotation of qualified personnel to perform this function from a central graphics service would then adequately meet the requirements of FDD.

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 c. ORR/Cartographic Division, Graphics Branch--The Graphics Branch of ORR more closely approximate that of a central service than any of the other facilities found within the Agency, their workload consists of approximately 50% overt material and 50% covert material. This organization consists of [ ] individuals and had been operating at almost full capacity. Difficulties within this organization, as in similiar installations throughout the Agency, arise from justification of priorities. The workload of this organizational component also includes visual presentation for the National Security Council, the National Security Resources Board, and special presentations requested by the Director of Central Intelligence.

d. DD/P--The Graphics Section formerly within the Services Division/OPC has now been transferred to Operations Division of the P&P Staff, DD/P. Its major responsibility is for the graphics support of covert personnel formerly in OPC and the current workload consists of approximately 55% operational material, 35% administrative, and 10% other. One of the major problems in this organizational component is that its service is somewhat limited to personnel within covert organizations who know of its existence. Priority determinations are based on the requests of covert offices, with little liaison between this graphic organization and others. Much of the material being prepared is not of a strictly covert nature but falls into the category of that which could be performed in any location by any cleared, qualified group. There are [ ] 25X1A positions allocated on the T/O, of which [ ] are on duty. The major responsibility of this section covers the usual graphic facilities in the preparation of large-scale presentations, special material for training purposes, and graphic materials for inclusion in brochures and publications. 25X1A

e. DD/P, P&P Staff--This organization of [ ] individuals is engaged in graphic activity of a psychological warfare nature. For the most part this material is prepared for final publication in the operational field overseas. Additional support is provided when required by professional illustrators, highly qualified in their respective fields, on a contractual basis to perform specific projects deemed essential in support of PW activity. The type and calibre of personnel assigned to this component, together with the capabilities that have been evidenced by the workload performed, lend themselves to far greater utilization in the overall accomplishment in the visual field for all activities of the Agency. This could be accomplished by utilization of these personnel when available, on other jobs not closely aligned with the PW effort but nonetheless parts of the operational missions of CIA. 25X1A

f. DD/P, FI--Currently assigned to the Operations Division of the newly constituted FI Staff is a presentation unit consisting of [ ] individuals who were formerly assigned to OSO. The persons are doing much of the same type of material both technical, overt, covert, and administrative as is found in most of the other graphic organizations throughout the Agency. 25X1A

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g. Office of Training, Support Staff--The Graphic Aids Section of the Support Staff of this office consists of [redacted] individuals who are doing much 25X1A the same type work as is being performed elsewhere, but for the utilization of the Training Office. While it is appreciated that a close liaison must be maintained between the instructors and the presentation personnel in order to ascertain the need for and the effectiveness of presentation materials accompanying instructive courses, there seems no justifiable reason why the personnel actually accomplishing the graphics must be in close proximity to those using the material. Much of the materials prepared by the Office of Training also fall into the category of overt material and a portion of the large visuals now being used by this office have been prepared by the ORR Graphics Organization.

h. Office of Communications--The Operations Division of this office has currently assigned one illustrator who is performing graphics services for the most part of an administrative nature, this too falls in the same general field of visual materials as is found in other graphic components. The reassignment of this individual would in effect provide a better service to this office than the retention of one person whose talents must of course be limited to his individual capabilities.

i. Administrative Services, Printing and Reproduction Division-- This division has [redacted] illustrators assigned to perform graphic responsibility associated with reproduction of Agency material. Much of the workload being performed in the form of original graphics could be reduced by the proper preparation of visuals by a graphics service prior to submittal to Reproduction. However, only one person should be considered for Agency consolidation as under any arrangement the requirements of Printing and Reproduction will utilize the full time services of one individual on details more closely associated with reproduction techniques than with original graphics.

j. Procurement and Supply Office, Planning Staff--One statistical draftsman is currently engaged in the preparation of charts and graphs for inclusion in a monthly presentation to the Chief, Procurement and Supply Office. He is also utilized for associated drafting duties withing the Planning Staff. Large-scale visuals for training, indictrination, or for use in the development of Agency logistics are currently prepared for this Office by the ORR, Graphics Branch.

k. A common problem of these organizations is that each is competing with one another for personnel with the same general types of capabilities. Further, a small shop limited to one or two individuals does not provide opportunity for the personnel assigned to enlarge upon their capabilities or to learn new techniques with the field of graphics. Consolidation under proper adequate senior supervision would eliminate placement competition and subsequent proselytizing and provide facilities for individual advancement together with the assignment of individuals in accordance with Agency need.

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5. Recommendations.

a. It is recommended that these ten organizational components listed above together with the  persons assigned be consolidated for administrative and supervisory control within the ORR Cartographic Division of the Agency. The physical location of this organization can be determined later but all personnel should be cleared for the most covert activities to be accomplished. Where de-centralization of a graphics component or individual is required for the accomplishment of a specific mission they should be physically de-centralized but remain under central administrative control. This system provides for: rotation of personnel; unlimited opportunities for individuals to advance in the field of graphics; an adequate system for the assignment of priorities; and ensures full utilization of the professional talent available within the Agency for the accomplishment of graphics responsibilities.

6. Savings. Consolidation of graphic faciliteis for administrative and supervisory control will effect the following savings:

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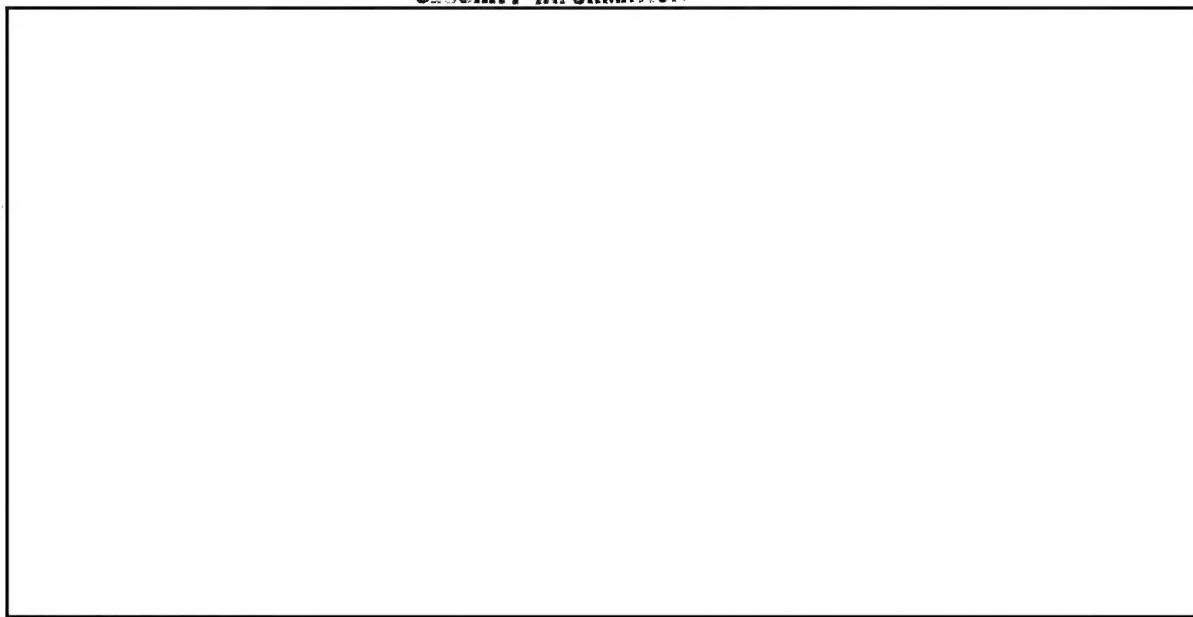
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3. To the above figure can be added substantial savings for such items as file equipment, safes, vaults, together with the elimination of duplicative equipment normally associated with graphic shops not used on a constant basis (such as drafting equipment, air brushes, etc.)

W. L. PEEL  
Chief, Organization & Methods Service

Concur:

OCI

Training

OO/FDD

Commo

ORR

Admin. Services

DD/P, P & PW

Procurement & Supply Office

DD/P, FI